

# MACLEAN'S<sup>15c</sup>

**IS IT THE BOSS THAT'S WRONG WITH BUSINESS?**



January 27, 1962

## ROBERT GOULET

THE LIFE AND TIMES  
OF A HOT PROPERTY

**UNMARRIED WIVES**  
a report on  
**COMMON-LAW COUPLES**

**GALLERY OF HOBBIES**  
The curious things  
people do for fun









## CANCER: NEW KNOWLEDGE, NEW WEAPONS, NEW HOPE

The picture above — the structure of a cancer cell as revealed by a Perle-Davis electron microscope — symbolizes a hopeful new era in cancer research.

During recent years, many details of the inner world of the cell have been discovered through research. Today, with ingenious new instruments and techniques, scientists are examining the submicroscopic structures that govern the growth of normal cells.

Furthermore, they are studying the functional differences between normal cells and malignant cells. In large part, this knowledge of these differences may help us control cancer.

No greater challenge faces scientists—including those at Parke-Davis—than finding new weapons to halt the growth of cancer cells. That's why hundreds of Parke-Davis compounds are tested each year against cancer.

Techniques already used successfully by Parke-Davis scientists to obtain viruses against mumps are now being applied to the cancer problem.

To date, no single cure for cancer has been developed, even though thousands of chemicals have been tested in our laboratories and elsewhere. On occasion a few have slowed the progress of some forms of the disease and prolonged the lives of patients afflicted with cancer.

This is enough to convince us that we should continue our search for new weapons against cancer.

Illustration: John P. Davis, Jr. and Richard L. W. Williams, Jr. Parke-Davis

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## Is it **THE BOSS** that's wrong with business?

*A stock exchange president says Canadian industry is overmanaged and overadministered*

*A bank president warns our executives to get off the golf course and back into the office*

*Across Canada other businessmen are beginning to ask if The Boss isn't doing the qualities that made him boss*

*A report on risky management is starting to crack down on — of all places — the executive suite*

BY RALPH ALLEN MACLENN'S CONTRIBUTING EDITOR

When my colleagues and I took a stroll of the world of Canadian business leaders during most of 1961, the year is certain to be remembered for one thing.

It will be remembered as the year when "bureaucratic" management began to look shakily pertinent: even until goodly prosperity it will be remembered as the year when business took off for the final step into the Entropic Cosmos. Making, being Canada with a new crisis in its already grand scale of life.

And business may remember 1961 as a third response to the year of its Great Realization. Long before they finished clearing up their budgets for the New Year even the people who started and the business world, beginning to suspect that a high proportion of its troubles are of its own doing, that its entire outlook is due to nothing more complicated, mysterious or unaccountable than plain bad management. More important, it is taking more aggressive steps to fix its own shortcomings than ever before. Management is slipping by its inevitable progress of self-correction, giving them greater energy and resolve in coping with the steadily increasing size of new strategic tasks that might seem the usually experienced in the productivity world. The end result can be more important in many ways at Canada: whether its businessmen is directly stopped in business or not, but better at last more we're all dependent on some degree on the quality of the North American business condition—dependent for our standard of living and to some extent for our success.

Big business of course has always kept up all the standard emergency reserve shopping bags. While it has managed a good general reserve for its standard operations, and upon that basis, governments have brought back again in the self-interest, good and a willingness to

support democracy. While it has relied on labor for helping its resources and needed demands and procedures to the production line, labor has relied back, a management for balanced resources, labor, government, businessmen, and a government and a limited one.

But last July recently even those who reacted and feared from more modesty gave the two high marks for efficiency. The occupied domestic, even among his most seriously questions, was that although the boss might be up to no good he was very good in getting them. He was clever, decisive, unhesitant, single-minded, deeply involved in his job in short drastically competent. If it shared the rest of his family, the community is a whole also shared the rewards of his virtues.

**WAS THAT THE VOICE OF THE BOSS?**

Today, however, broad new views are appearing and replacing the boss as broad new terms and on broad new grounds. Some of the views carried disconcertingly like his even if the boss really has come! They ask: Is he the boss through lack of labor, lack of energy, lack of progress, lack of self-interest, as compared with his little steps—some of the hidden details of our industrial system?

At the last annual meeting of the Whomsey & Bonson at Commerce, a good speaker was Eric Kestner, who gave up a successful career as private business to become successfully director of the McGill School of Commerce and in his present capacity, president of the Montreal 1961 Canadian week meetings.

"Canadian industry is overmanaged and overadministered," Kestner said. As one example he cited a group of four large American firms that kept their committees and committees in fact that a quarter the weight of corresponding committees on their side.











#### ROBERT GOULT

by Kenneth Maxwell Gould. That's why Gould... takes only his picture of Gould now — much less than the average theatrical manager who is likely to take up to five percent of a performer's income.

I got my first job in Gould's office as a small, the pure business on the second floor of the New York Hotel, personally largely by this in show business. The manager is a big, muscular man in his forties who worked mainly in Broadway. Gould's first job was his long, dark, mysterious. Then he added acting. "There are three very long years on the back of his head when he looks up when he isn't but isn't in the 'Minuteman'." (The Enchanted Man, producer was in ABC. Christmas special which Gould had recently signed with Carol Lombard.) There was

a moment of momentous silence. Gould said it. "It was David's last warning — look, you're made for me!" Gould didn't hurry until the last was over.

Later in his office, he told me how he happened to become Gould's manager.

"I started as his employee when we hired him for Gould. That was because, frankly, I decided to manage him. I'm not a manager by profession. I've never been interested in another performer. I just didn't feel for anybody like I felt for him. My first effort as a manager was devoted to Robert. The relationship between a manager and an actor is a marriage — much more than a business relationship. I've never even — it's almost sacred — in the business — had a piece of conversation on race 40

#### THE 18 WAKING HOURS

Gould's smiling day begins when he gets to 8:45 a.m. and ends with Gould's carmen, who arrives the early part of the next day. Gould is in the left of the photo with actress Pauline, Lerner and Helms.

#### INNOCENT ON BROADWAY

going on stage, going with Gould and Lerner and Helms. Before that, Gould is in the photo with Gould and Lerner and Helms. Gould is in the photo with Gould and Lerner and Helms. Gould is in the photo with Gould and Lerner and Helms.





Warren declared angrily at his own private hearing and swore it to death. Then he reached the NBC stage and from the NBC set in the US.

## IN HIGH PLACES

By Arthur Hailey

Second of three parts

Brian Robertson, the party organizer, found out what the immigration minister was going to blackmail the prime minister. The trick now was to hit back with something even uglier. He found it—in the Department of National Defence

secretary or man 1. Commanded World War III will start within a year, the prime minister and the president agree that Canada and the United States must unite to survive. They negotiate an Act of Union by which Canada will yield a large measure of her sovereignty, in return the U.S. will cede Alaska to Canada. But the prime minister's ability to swing Canadian voters behind the Act begins to be threatened: first, by public sympathy for a stranger named Hiram Davis—a "man without a country" whom the Immigration Act have from Canada, second, by Harry Warren, the events investigation minister, who has threatened to prohibit a scandalous deal made with Hiram when both were younger men. Alan Randall, a Vancouver lawyer, is hired by Oppenheimer Senator Richard Brennan to win Davis the right to step across

THE PRIME MINISTERS FLIGHT had landed in Ottawa airport a few minutes before 1.30 in the afternoon. Extraordinary Time. In Vancouver at the same moment—four provinces and three more towns in the west—was still morning and rising to 30 am, at which hour the order was affecting the lower end of Hiram Davis was due to be debated before Mr. Jones, Wile.

At the front of the small square courtroom, presided by a clerk, the seven, busy figures of the judge crowded together. A moment later the day's crop of legal applications began called one after another by the clerk. As each was called a lawyer would stand up, shake his business head. Usually there was a small question or two from the judge, then a nod signifying approval of the application.

Tom Lewis stood up. "Is that your friend Krone—the one with the acid gas face?"

Alan nodded.

His law partner nodded his head; then turned back, his lips pressed in a silent whistle. He whispered: "Have you seen what's been done?"

"The Indian girl in the grip seat?" Alan whispered back. "I don't recognize her. Do you?"

"You put a hand to her mouth speaking behind it. I saw it. A. R. Butler QC, no less. They're taking the law just as you, legal for his country!"

"Finally," Alan murmured, "you."

A. R. Butler was a name to compare with that of the city's most powerful and lawyers: he had a reputation for cosmopolitan legal skill and his extensiveness and argument could be deadly.

The clerk called: "In the matter of Hiram Davis—application for habeas corpus."

Alan rose. "My lord, I am appearing on behalf of the applicant Hiram Davis and my name is Alan Randall."

"All right," Mr. Justice White said gruffly, "what's all this about?"

For all its gruffness, the question had a quiet irony: it was unlikely that even the remote logic of a Supreme Court judge—who presumably read newspapers—could have remained unaware during the past eleven days of the existence of Hiram Davis. But it was a reminder also that the Court would concern itself solely with law and not with the messy problems of the world.

It is at these points, the logic of the matter are these: "One more Alan Randall described the outline of Hiram Davis's story: the Foreigner, coupled with Captain Judd's 'release' on two occasions in being the necessary before immigration authorities where. Again he stressed the importance that this constituted in direct imprisonment of Davis, releasing, in fact, a principle of individual human rights."

Even while speaking Alan was aware of the three structure he was building, but despite continuity kept his pointing out: he was aware of A. R. Butler QC. Indeed, possibly one was asked, and occasionally making a note on a slip of paper. Only once, as Alan glanced sideways, did the senior lawyer's expression change for a fast moment only. Captain Judd, seated beside another lawyer who presumably represented the shipping company, was following Alan's words intently.

Again, as he knew he must at these proceedings, Alan was careful to avoid reference to the emotional aspect of the case; that throughout, as a matter of his mind, he remembered the strong, steady's heading face with its strong silhouette of hope and responsibility.

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## IN HIGH PLACES

—he surveyed the courtroom, then faced the door Mr. Justice White. "My lord"—the words: they were filled the courtroom—"I have listened with both interest and attention to the argument of my distinguished colleague, Mr. Randall, having learned that Hiram Davis has presented a most acute situation of a somewhat unique point of law, inasmuch as because of a remarkable ability to resist torture—no more to make them from the most brutal of legal steps."

From justice also it would have been crude and brutal. From A. R. Butler, delivered with a careful smile, the words seemed a great deal more kindly with the serene edge of gentle ribbing.

Behind Alan someone uttered:

A. R. Butler continued: "The truth of the matter is that I shall seek to show my lord, in that my friend's client, Mr. Davis, at whose service problem we are all aware and in which I may say, the Department of Immigration is currently engaged. The truth of the matter is that Davis is detained, not illegally, but legally, pursuant to a domestic order issued with due and proper process under the Immigration Act of Canada. Furthermore, I shall submit to Your Lordship that the capture of the vessel *Forrestal* has been made with complete legitimacy in detaining Davis, as my learned colleague is being done. In fact, I do not think Davis had failed to do this."

Immediately the stuffy, polished phrases melted on it was, Alan admitted to himself, a superb performance.

A. R. Butler concluded: "My lord, I ask for dismissal of the application and discharge of the order nisi." After having commenced he returned his seat.

As though a star had been on stage and gone, there was a stillness in the small courtroom.

In the quiet, a slight scowled look. It was the shipping company lawyer. In a room which seemed oddly at variance to the polished tones of A. R. Butler, he began: "My Lordship please—"

Mr. Justice White looked up sharply from his notes and across the courtroom. "No, Mr. Tolson," he said, "I need not trouble you."

The lawyer bowed and sat down.

So that was it.

The judge's intervention meant one thing only. Alan's case had collapsed and no additional argument was needed to help demolish it.

"Well," Tom Lewis whispered, "it was not good."

Alan nodded. All day he had expected defeat but now it was here, there was a taste of bitterness.

CONTINUED ON PAGE 34



The Immigration hearing looked like Davis's first hour. But, in fact, for longer than long the odds were



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[illegible]

There's a new Columbus, however, who has struck a rich vein. His Sidney Fisher is a Microsoft executive, a gadgeteer who's looking for still more, first questions to add to the four-thousand-volume library he's already collected on William Shakespeare. Fisher has an enviable familiarity about the characters he plays and his wit is cut more than anything else he wants to generate every shred of information about the world's most famous poet and playwright.

Fishers, needless to say, are troubled by hundreds of other halfpigs. Dark deformations, a salesman from Bayre, Ontario, is patiently building a single-seat plane, at his dining room table, for about \$100. Shortened and bent bits of tubes—about two years' worth of his spare time—to complete. Every day deMontfaucon sits at his table, a conversation piece. He

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# 10 Islands for the price of one



Now, via the U.S., your Pan Am Jet ticket to Trinidad lets you island-hop to Puerto Rico, St. Croix, Antigua, Guadeloupe, Martinique, Barbados, Dominican Rep./Haiti, Jamaica and Nassau at no extra fare!

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## BACKGROUNDS

### The Egyptian belly dance: an Old Victorian tradition



When the Old Victorians of Montreal held their grand balls in the 19th century, it was the belly dance that was the most popular. It was the belly dance that was the most popular. It was the belly dance that was the most popular.

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### How to do good in the world while being humble

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#### FOOTNOTES

About the author: The author is a writer and a dancer. He has written many books and articles about the belly dance. He is a member of the International Association of Belly Dancers.

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